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**AGENDA**

1. Why we Coach
2. Live Coaching: What is it?
3. Live Coaching: How do you do it?
4. Questions

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A slide with a white background. At the top, there are three horizontal bars: a dark grey one on the left, an orange one in the middle, and a dark grey one on the right. Below these bars is a dark grey rectangular box containing the text 'POLL QUESTION' in a white, sans-serif font. Below this box is a list of six items, each preceded by a small orange square bullet point. The list items are:

- 1. Increased skill development of staff
- 2. Better collaborative working relationships
- 3. Better outcomes for people under supervision
- 4. Better implementation of evidence-based practices
- 5. Ability to show accountability for audits and program reviews
- 6. In-house creation of expertise instead of relying on outside sources

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## COACHING IS VITAL

- We try to do everything in training, when research shows that most learning happens during coaching
- Should be thought of as a continual process, but the emphasis should be on the coaching component

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## WHY WE COACH

TRAINING COMPONENTS	OUTCOMES		
	% of Participants who Demonstrate Knowledge, Demonstrate New Skills in a Training Setting, and Use new Skills in the Classroom		
	KNOWLEDGE	SKILL DEMONSTRATION	USE IN THE CLASSROOM
Theory and Discussion	10%	5%	0%
..+Demonstration in Training	30%	20%	0%
...+ Practice & Feedback in Training	60%	60%	5%
...+ Coaching in Classroom	95%	95%	95%

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## WHY WE COACH



Typically, coaching fits into an overall CQI plan to:

- Ensure the agency is devoting time and resources to reinforcing good work
- Find gaps in skill for coaching and training (both group and individual)
- Help the agency to continue to learn and improve in all skill-based areas
  - Leads to increase in positive outcomes and public safety

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## THE COACHING PROCESS

1. OBSERVE
2. **PROVIDE FEEDBACK**
3. **COACH**
4. REPEAT

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## LIVE COACHING

- Live coaching refers to supervisors (or other types of coaches) observing a live interaction between their staff and a justice-involved individual. This can occur in unplanned or planned, group or individual settings.
- This process is preceded by a pre-coaching session in which the supervisor/coach and staff review the plan for the use of any identified evidence-based practices.
- During the interaction, the supervisor/coach codes the interaction for adherence to an identified practice.
- Finally, live coaching includes a post-coaching session in which the supervisor/coach provides immediate feedback to the staff based on a fidelity form designed to capture fidelity to the identified practice.

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## WHAT DO WE KNOW ABOUT LIVE COACHING?

- Associated with higher proficiency rates in overall use of Core Correctional Practices
- Associated with higher proficiency rates for specific Core Correctional Practices
- Associated with higher proficiency when introduced *earlier* in a coaching process

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## BENEFITS OF LIVE COACHING

- Provides immediate feedback
  - Studies providing individualized feedback have confirmed that immediate feedback is better than delayed feedback (Kehrer, Kelly, & Heffernan, 2013; Singh et al., 2011) and that it can increase the development of expertise (Ellis, Klahr, & Siegler, 1993).
- *Shown to increase skill proficiency*
- Provides assistance and coaching *before* the interaction (*proactive versus reactive coaching*)
- Can be used with any interaction evidence-based practice
- It may be a better culture fit than audio or video coaching for an agency

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## I. PRE-SESSION

- Occurs immediately before the interaction with person under supervision
  
- Focus on:
  - Goals of the interaction
  - Staff questions
  - Practicing to increase comfort and confidence

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## 2. OBSERVING THE SESSION

- Observation
  - Sit in on the interaction
  - Be near enough the interaction that you can listen in
- Use the fidelity form as your guide for what to listen and watch for
- Important for this type of coaching: notes, notes, notes

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## IS THERE A FIDELITY DOCUMENT?

- *IF YES- GREAT!*
  - But... make sure that the fidelity document aligns with training material and expectations of staff during the coaching process
- *IF NOT- CREATE*
  - Look for: skills, proficiencies, steps, indicators, competencies
  - A fidelity form does not have to be complicated

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**REMEMBER!**

THERE SHOULD BE CLEAR ALIGNMENT BETWEEN  
YOUR TRAINING, FIDELITY DOCUMENT, AND  
COACHING PROCESS



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**3. POST SESSION**

- Provide feedback and coaching *immediately* following the FEEDBACK AND COACHING STEPS

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## THE COACHING PROCESS

1. OBSERVE
2. **PROVIDE FEEDBACK**
3. **COACH**
4. REPEAT

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## FEEDBACK AND COACHING STEPS

*First, consider the thinking steps that go into feedback and coaching:*

1. Consider what you know about the person and how they receive feedback- what do you need to emphasize or avoid? (**Thinking**)
2. Choose the strength areas you want to emphasize to the person based on the interaction (**Thinking**)
3. Choose the needs improvement areas you want to emphasize to the person based on the interaction (**Thinking**)

Source for Feedback and Coaching Steps: Patrick Schreiner and Cara Thompson

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## FEEDBACK AND COACHING STEPS

*Next, consider the action steps that go into feedback and coaching:*

4. Ask the person what they think they did well (**Action**)
5. Reinforce what they said and emphasize any additional areas (**Action**)
6. Ask the person what they want to improve in future interactions (**Action**)
7. Reflect what they said and add any areas you planned to emphasize (**Action**)
8. ***Provide specific instructions in 1 area for improvement (Action) COACHING***
9. Develop a collaborative goal with the person for the next contact session (**Action**)

Source for Feedback and Coaching Steps: Patrick Schreiner and Cara Thompson

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## 4. OPTIONAL FOLLOW-UP

- Complete the written fidelity form
- Send written form
- Consider: Staff development form

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## IMPORTANT!

- In order to coach in this way your coaches have less time to prepare for how they provide the feedback and how they coach the individual
- This means you have to prepare and COACH YOUR COACHES!

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## PREPARE YOUR COACHES

- Make sure coaches have been trained in the process they are coaching on
  - Provide training on the general feedback and coaching process
  - Provide training on feedback and coaching regarding the evidence-based practice
    - *This would include the fidelity form*
- In the future, you will not have to conduct training each time you institute coaching for a new process unless:
  - The coach is new
  - *The process is new*

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## COACH YOUR COACHES!



### Make your coaches experts

Additional training  
Additional coaching

Removal of barriers to allow the time necessary for good coaching



### Coaching is a skill

Use experts!

- Experts at the *skill* or *experts in coaching*.

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## POLL QUESTION

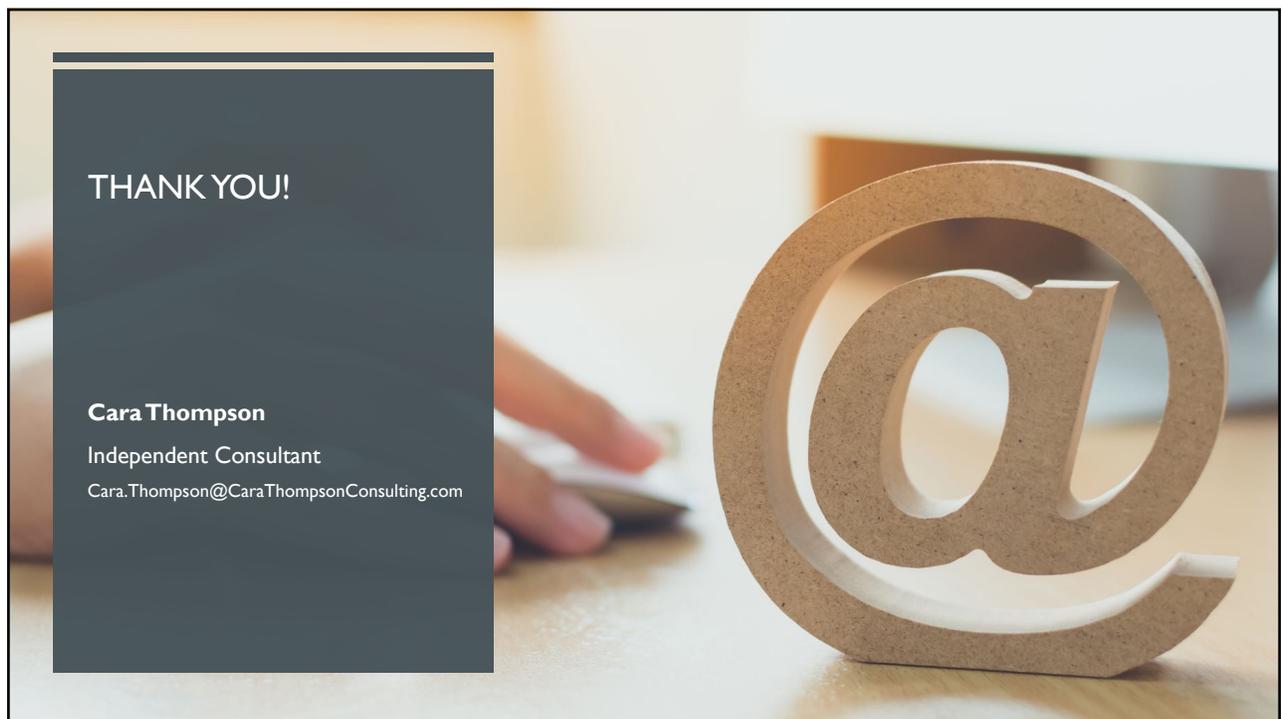
### ■ WHERE DO YOU THINK YOUR AGENCY WOULD NEED ASSISTANCE INCORPORATING LIVE COACHING?

1. Planning: Creating a plan, do, study, act cycle to test out live coaching within the agency
2. Development: Creating a fidelity form
3. Training and Coaching: Training and coaching on how to conduct the live coaching process
4. All of the above

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